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DRMI Newsletter

Issue 35

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DRMI Program Mission

The goal of DRMI's programs is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills. DRMI faculty teach key concepts in management, economics and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

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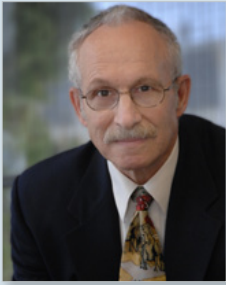
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DEFENSE RESOURCES MANAGEMENT INSTITUTE



Dr. C.J. LaCivita
*Executive Director,
DRMI*

C.J.'s Corner

Comments from the Director

This is the last edition of CJ's Corner. After 18 years as the Executive Director of the Defense Resources Management Institute, I will turn over the reins to Professor Francois Melese the last week of June. I will remain on the DRMI faculty as Professor of Economics.

I have been at DRMI for almost 26 years, and all of them have been rewarding. My time as executive director has been especially fulfilling. I have had the support of a talented group of faculty and staff who have always been willing to do what was necessary to make DRMI a success. Any success we have enjoyed has been due to their dedication to their jobs and to the institution. I have also had the opportunity to meet and interact with talented and dedicated people from all over the world. These are people who truly love their countries and want to improve the lot of their fellow citizens.

In retrospect, the time has passed quickly. This is a sign, I think, that I enjoy my job, and I do. I've always said that I have the best job that I can think of. Looking forward, I am fortunate to be able to continue to work with the same talented faculty, staff and course participants. It will just be in a different capacity. Thanks to all of you for your tremendous support. You made the job easy. ■

Resident Programs

Three Classes Commence

After a seemingly short holiday break, the Defense Resources Management Institute found itself in a challenging situation as the year's first three courses—the Defense Resources Management Course (DRMC), Iraq Resources Management Course (IRMC), and International Defense Management Course (IDMC) overlapped. On January 9th, DRMC 11-1 began with six internationals from five countries and 19 Americans. The small class produced a very tight-knit group, which bonded well during their short time in Monterey. One of the highlights of the course was a Monterey Peninsula Tour where participants enjoyed visiting the scenic Monterey Bay coastline. On January



DRMI

16th, one week after the commencement of the DRMC course, 29 Iraqi nationals began the IRMC 11-1 course. The DRMC participants completed their course and graduated on February 4th, just in time for the incoming IDMC 11-1 class to join DRMI on February 7th. The IRMC class graduated shortly after on February 11th (see more, below). Needless to say, everyone at DRMI felt the year was off to a running start.

Iraq Resources Management Course (IRMC) 11-1

The third Iraq Resources Management Course (IRMC 11-1) graduated on 11

February 2011 with 29 participants, including four major generals representing the Kurdish Peshmerga (armed Kurdish fighters). The other 25 participants represented the Ministry of Interior and included military participants ranging in rank from first lieutenant to colonel and four civilian managers. Many of the course participants work in planning, administration, accounting and auditing offices. The group included two women.

DRMI faculty modeled the course on the Defense Resources Management Course, modifying several case studies to reflect Ministry of Interior concerns. In response to specific requests from participants of previous courses, the Field Studies Office arranged visits to the City of Monterey police and fire departments and the Monterey-area Emergency Operations Center, an inter-jurisdictional group that meets when crises occur. As part of this experience, police officers and firefighters spent time with the group touring facilities, talking about leadership and offering insights on how they create and maintain a safe community. Monterey safety officials will continue to partner with NPS and be part of an international outreach to exchange ideas with fellow public safety professionals from all over the world.

During the IRMC, DRMI also invited Foreign Area Officers (FAOs) who are studying in programs at NPS and DLI to participate in social events. The participants were actively engaged in the course and seemed very positive about their experiences.

International Defense Management Course (IDMC) 11-1

IDMC 11-1 includes 20 participants from 16 countries: Albania, Armenia, Bangladesh, Botswana, Bulgaria, Egypt, Estonia, Georgia, Kyrgyzstan, Latvia, Lebanon, Macedonia, Saudi Arabia, Serbia, and Tanzania. The participants and their Foreign Area Officer—Cultural Ambassador Program (FAO-CAP) volunteers attended the recent FAO-CAP social held at the Hilton Garden Inn in Monterey. It was an unexpected pleasure to be joined by a former DRMI participant and

Resident Programs (cont.)



DRMI Executive Director CJ LaCivita, Ms. Charlie Orsburn (DRMI Field Studies Program Manager), and Mr. Ara Mesrobyan (MoD Armenia) at the FAO-CAP social.

SIDMC 2010 graduate, Mr. Ara Mesrobyan, now the State Counselor Deputy Director for Defence Policy, MOD, Armenia, who was in Monterey attending the NATO Building Integrity Conference. Other special guests from the NATO conference who attended were COL (ret.) Bruce Bach, SME for NATO, and his wife Laurie; Mr. Leonard Hill and Catherine Stevulake from the Sempre Group LLC. DRMI Executive Director CJ LaCivita and DRMI Associate Professor Anke Richter joined in on what proved to be a most enjoyable evening.

At press time, the IDMC 11-1 group was preparing for their field studies program trip to Washington D.C. March 15th through the 20th. The participants will tour the U.S.

Capitol, meet with Congressman Sam Farr and White House National Security Staff member Ray Kimball, be briefed at the Institute for Defense Analysis, and visit historical sites such as Colonial Williamsburg and Jamestown, giving them a small taste of American culture. Most importantly, however, they will be continuing to build lasting friendships. Upon return, the class will dive into their last five weeks of study, have a few more FAO-CAP activities, make presentations based on their Washington trip, and then graduate on April 20th.

BiH Minister of Defense addresses IDMC



Dr. Selmo Cikotic addresses International Defense Management Course 11-1.

On 7 March, Dr. Selmo Cikotic, Minister of Defense of Bosnia Herzegovina, addressed DRMI's International Defense Management Course 11-1. He offered his thoughts

on the effects of globalization in the area of national security by looking at those global threats which require a higher degree of interdependence among countries. He also presented a brief history of defense reform in BiH in terms of obstacles that have been overcome and current issues for the future. The IDMC participants reacted extremely well to the candid presentation and asked many hard questions including some about the current issues in North Africa and the Middle East. This was the second time Minister Cikotic has spoken to a DRMI resident class.

New Performance Management and Budgeting Course will commence in April

At press time, DRMI's Associate Professors Diana Angelis and Natalie Webb, Lecturer Luis Morales and LTC Mike Nixon are busy preparing materials, case studies and real-world examples for the first week-long Performance Management and Budgeting Course April 4-8. Current enrollment is 29 officers and civilians. We are looking forward to the course and anticipate it will become a strong part of DRMI's offerings. ■



IDMC 11-1 commenced Feb 7, 2011.

Mobile Programs



Mark Hladky

At press time, Associate Professor Anke Richter, Senior Lecturer Steve Hurst, and Lecturer Mark Hladky are conducting a two week mobile course from March 21st to April 1st at the Indonesian Education and Training Center, Badiklat Kemhan, in Jarkata, Indonesia. The course will share economic concepts and management tools that support the allocation of scarce government resources. Thirty three participants from the Indonesian Defense Forces are attending the course. This is DRMI's first mobile course to Indonesia since 2005. ■

Research & Publications



Bob McNab

Associate Professor Robert McNab had an article titled, "Implementing Program Budgeting in Serbia" accepted for publication. It is now in press in *Public Budgeting and Finance*. ■

Facebook

Would you be my friend?

Facebook is a free social networking website offering a method for "friends" to exchange electronic messages and digital photos. Facebook is user-friendly and it is easy to create an account. To find DRMI on Facebook, search for "DRMI Courses" and click on the button. It would be extremely helpful if past participants would include a message indicating when they attended DRMI when sending the friend request. At the last count, DRMI had over 200 friends; will you be our next? ■

Faculty & Staff News

Monterey Hosts Landmark NATO Conference on Building Integrity

Professor Francois Melese helped organize the second NATO Building Integrity Conference in Monterey that took place from 23 to 25 February, 2011. Dr. Melese moderated a panel titled, "Contracting in Conflict Zones" and a working group on the same topic, while another DRMI professor, Associate Professor Robert McNab, spoke in a panel entitled, "Understanding Corruption in Conflict Environments." Dr. McNab argued that traditional, institutional-based approaches to corruption falter if these approaches fail to adapt to cultural attitudes and norms. This presentation was an extension of Dr. McNab's research program into corruption and conflict, which is sponsored by the U.S. Army's Training and Doctrine Command (Monterey).



Francois Melese



Adrian Kendry addresses working group at NATO Building Integrity Conference.

This flagship event in support of NATO's Building Integrity (BI) Initiative focused on the vital importance of building integrity, increasing transparency, and improving accountability in the defense sector. More than 150 high-level participants gathered in Monterey, California, to share experiences on how best to fight corruption in the defense and security sector, with a special emphasis on Afghanistan.

The conference opened with a live VTC presentation from ISAF Headquarters in Kabul, Afghanistan by BG H.R. McMaster, US Commander, Combined Joint Interagency Task Force-Shafafiyat. Other notable speakers included several senior military and civilian officials such as General Stéphane Abrial, NATO's Supreme Allied Commander for Transformation, Dr. Huguette Labelle, Chair of the Board of Transparency

International, Ms. Avgustina Tzvetkova, Deputy Minister of Defence of Bulgaria, and Sir Stewart Eldon, former United Kingdom Ambassador to NATO.

Participants included parliamentarians, international organizations (the World Bank, etc.), non-governmental organizations (Transparency International, Integrity Watch Afghanistan, etc.), "think tanks," experts from academia (including several DRMI faculty), and various industry representatives. The BI Initiative focuses on transforming ministries and building the capacity of the people who work in them. This defense reform program is supported by both NATO allies and partners, including the Naval Postgraduate School, designated by the U.S. State Department as the Partner-

ship for Peace (PfP) Training and Education Center for the United States (USPTC).

For Additional Reading on the USPTC/ NATO conference, see article on page 7.

DRMI Represented at European Conferences



Anke Richter

DRMI faculty recently participated in two European strategy conferences. Associate Professor Anke Richter attended the Russia, Ukraine & Eurasia Policy and Strategy Conference at the Pentagon February

15-16, 2011. This conference highlighted the Department of Defense strategies in this important region of the world, and showed how they are integrated with the policies

Future Course Dates

DRMC courses now open to GS-09 and above and officers of rank O-3 and above.

Tentative Resident Course Schedule For 2011

- **4 Apr – 8 Apr 2011**
Performance Management & Budgeting PMB 11
- **25 Apr – 19 May 2011**
Defense Resources Management Course DRMC 11-2
- **23 May – 27 May 2011**
Streamlining Government SGOV 11
- **23 May – 17 Jun 2011**
Defense Resources Management Course DRMC 11-3
- **27 Jun – 22 Jul 2011**
41st Senior Defense Management Course SIDMC 11

Faculty & Staff News (cont.)

of other governmental organizations. Senior Lecturer Al Polley attended the EUCOM Strategy Conference (ESC) at Ramstein AB, Germany, 28 Feb-3 March. The ESC focused on ensuring that all planning documents are well connected from the theater level to individual countries. DRMI will use the information from both conferences to tailor its course offerings to support official US policy in the EUCOM AOR.



Al Polley

DRMI Faculty Teach Outside DRMI



Diana Angelis

Associate Professor Diana Angelis taught two courses on campus during the spring quarter and continued working on a research project funded by DoD that seeks to improve systems engineering curricula through the use of real-world projects. Dr. Angelis was a member of the Systems Engineering faculty team teaching Fundamentals of Engineering Project Management to 50 students on campus. She was also the instructor this quarter for the resident version of Engineering Economics and Cost Estimation, as well as the department course coordinator for the distance learning version of the same course.

Associate Professor Robert McNab taught GP 3300: Introduction to Analytic Methods for the Global Public Policy Academic Group during the winter quarter.

Robert McNab attends US-Korea Conference

Associate Professor Robert McNab traveled to S. Korea in February in support of the US – Republic of Korea Civil Military Operations (CMO) conference. During the conference, Dr. McNab participated in discussions about the development of a National Civil Military Operations Center. Dr. McNab will continue in these discussions in April when representatives from the South Korean Army visit the US.

DRMI Faculty Advise Saudi Officers

Associate Professors Anke Richter and Natalie Webb are currently running an independent study course on leadership and participation for four officers of the Saudi Arabian National Guard. The four officers will complete their studies in April and May.



Natalie Webb

DRMI Faculty Complete Foundations of Teaching and Learning Course

Associate Professors Diana Angelis and Natalie Webb recently completed the FTL course sponsored by Promoting Excellence in Teaching to Advance Learning, the NPS professional development organization that fosters instructional excellence through validating connections among teaching, learning and assessments. Drs. Angelis and Webb examined fundamental theories about human intelligence, motivation, and the nature of knowledge that are grounded in educational psychology, the cognitive and behavioral sciences, and learning theory. They both completed numerous class and online activities and presented some of the things they learned to other NPS professors.

DRMI Faculty Review Academic Submissions

Associate Professor Robert McNab reviewed an article in February for *Public Budgeting and Finance*. In January and February, associate professor Natalie Webb reviewed manuscripts submitted to *Health Services Research*, *Nonprofit and Voluntary Sector Quarterly* and *Nonprofit Management and Leadership*. ■

Recent DRMI Graduates

DRMI congratulates all the recent graduates!



Class Photo: DRMC 11-1



Class Photo: IRMC 11-1

Additional Articles

USPTC and NATO Partner to Help Combat Corruption

Article By: Amanda D. Stein
Courtesy of NPS Public Affairs

As the designated United States Partnership for Peace Training and Education Center (USPTC), the Naval Postgraduate School (NPS) works closely with other Partnership for Peace Training and Education Centers and other related institutions on long-term



Attendees gather to hear the morning presentation at the NATO Building Integrity Conference at the Monterey Plaza Hotel on Feb. 24. The conference addressed defense corruption, and its affect on developing or vulnerable countries. (U.S. Navy photo by Javier Chagoya/ Released.)

capacity building programs and opportunities to coordinate on important initiatives. One such initiative, Building Integrity (BI), aims to reduce the risk of corruption in the security sector by promoting accountability and transparency.

In support of that initiative, the North Atlantic Treaty Organization (NATO) coordinated with the USPTC to host the 2011 NATO Building Integrity Conference from Feb. 23-25, held at the Monterey Plaza Hotel.

“The consequences of corruption are the deepening effects of organized crime, and public distrust,” explained Dr. Huguette Labelle, Chair of the Board of Directors for Transparency International. “The BI initiative has been a tremendous success in delivering world class tools to tackle a problem

that many have believed in the past to be too difficult or too sensitive to tackle.”

The conference brought together military and civilian leaders from NATO allied and partner nations and the public and private sectors to share ideas and tools for BI.

“The three pillars of the BI Initiative include a self-assessment questionnaire, a compendium of best practices, and a training module,” explained School of International Graduate Studies (SIGS) Professor Francois Melese. “The goal of the NATO BI Conference was to gather experts from across the world to suggest improvements to these three pillars and to explore the opportunity to expand this initiative based on lessons learned.”

The various panels throughout the week looked at the impact of corruption on development in Afghanistan, and understanding corruption in conflict environments. Many of the speakers and panelists noted the affects of corruption can be crippling to more than just the country of origin—it can weaken military efforts and ally relations.

“Corruption risks weaken member and partner defense institutions, negatively impacting the alliance,” explained Melese. “A necessary condition for NATO’s successful engagement in Afghanistan and other conflict zones is to address the real risk of corruption undermining military gains when it erodes the credibility of alliance efforts with the population.”

The conference fostered collaboration, and really brought to light the importance of supporting partner nations in BI efforts.

“Building integrity is not about NATO giving lessons to everyone else on how to combat corruption,” explained NATO Supreme

Allied Commander Transformation, Gen. Stéphane Abrial. “It is about partners coming together on an equal footing to advise concrete ways to enhance transparency and accountability to reduce the risk of corruption in defense establishments.”

NPS Provost Leonard Ferrari noted the opportunities that NPS has had in serving as the USPTC, and in supporting various NATO programs and initiatives. NPS regularly collaborates with institutions in partner countries to help in their path to NATO membership, and that support continues as members and partners come together to promote global peace and stability.

“This is a cooperative endeavor in which everyone stands to learn from best practices and to fill in where there are gaps,” echoed Abrial. “Fighting corruption is a very complex endeavor, which requires a wide array of tools and different perspectives. Building Integrity brings just that to the table, once again, in a true partnership setting. It does so in an even more phenomenal way than by just bringing together NATO members and partner nations. The BI initiative has integrated a wide array of organizations, prominent among which are our co-hosts today, the Naval Postgraduate School and Transparency International... We are stronger when we are cooperative.” ■



French Air Force General Stéphane Abrial stands outside Herrmann Hall during his visit to Monterey.



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